

# State Employee Compensation Commission

Monday, June 5, 2006

Presentation by:  
ND Human Resource Mgmt Svcs  
Division of the Office of Mgmt & Budget



# 8,445 Employees

## 6,419 Classified

- Career or Civil Service Workforce

## 934 Unclassified

- State Officials (Elected, Appointed, Deputies)
- Legislative Council Staff
- ND Court System
- Workforce Safety & Insurance
- Dept of Commerce
- Specific Occupations
  - nPhysicians
  - nTeachers
  - nAssistant Attorneys General in the AG's Office
  - nSr Loan Officers at the Bank of ND

## 1,092 Contingent, Seasonal, Temporary

# Average Classified Employee

	Years of Age	Years of Service	Annual Salary	Actual Increase	Appropriated	Compa-Ratio	
January-93	42.0	9.5	22,189				
January-94	42.0	11.0	22,812	2.8%	\$60/mo		
January-96	46.0	11.4	25,476	11.7%	5.0%		
January-97	43.0	12.2	26,273	3.1%	3.0%		
January-98	43.8	12.1	27,034	2.9%	3.0%	0.98	
August-98	44.0	12.1	27,963	3.4%	3.0%	0.97	
November-99	44.2	12.2	28,860	3.2%	2.0%	0.96	*
August-00	44.4	12.3	29,993	3.9%	2.0%	0.97	**
August-01	44.8	12.5	31,467	4.9%	3.0%	0.96	*
December-02	45.4	12.6	32,262	2.5%	2.0%	0.96	
December-03	45.7	13.2	32,627	1.1%	0.0%	0.96	
December-04	45.9	13.2	32,604	0.0%	0.0%	0.96	
<b>December-05</b>	<b>46.1</b>	<b>13.6</b>	<b>34,158</b>	<b>4.8%</b>	<b>4.0%</b>	<b>0.96</b>	<b>***</b>

6,443 Classified Employees - Dec 2005

\* Included 1999 & 2001 Market/Equity Fund Increases (\$5.4 & \$5.0 mill respectively)

\*\* Included authorization for agencies to "self-fund" additional 1.0%

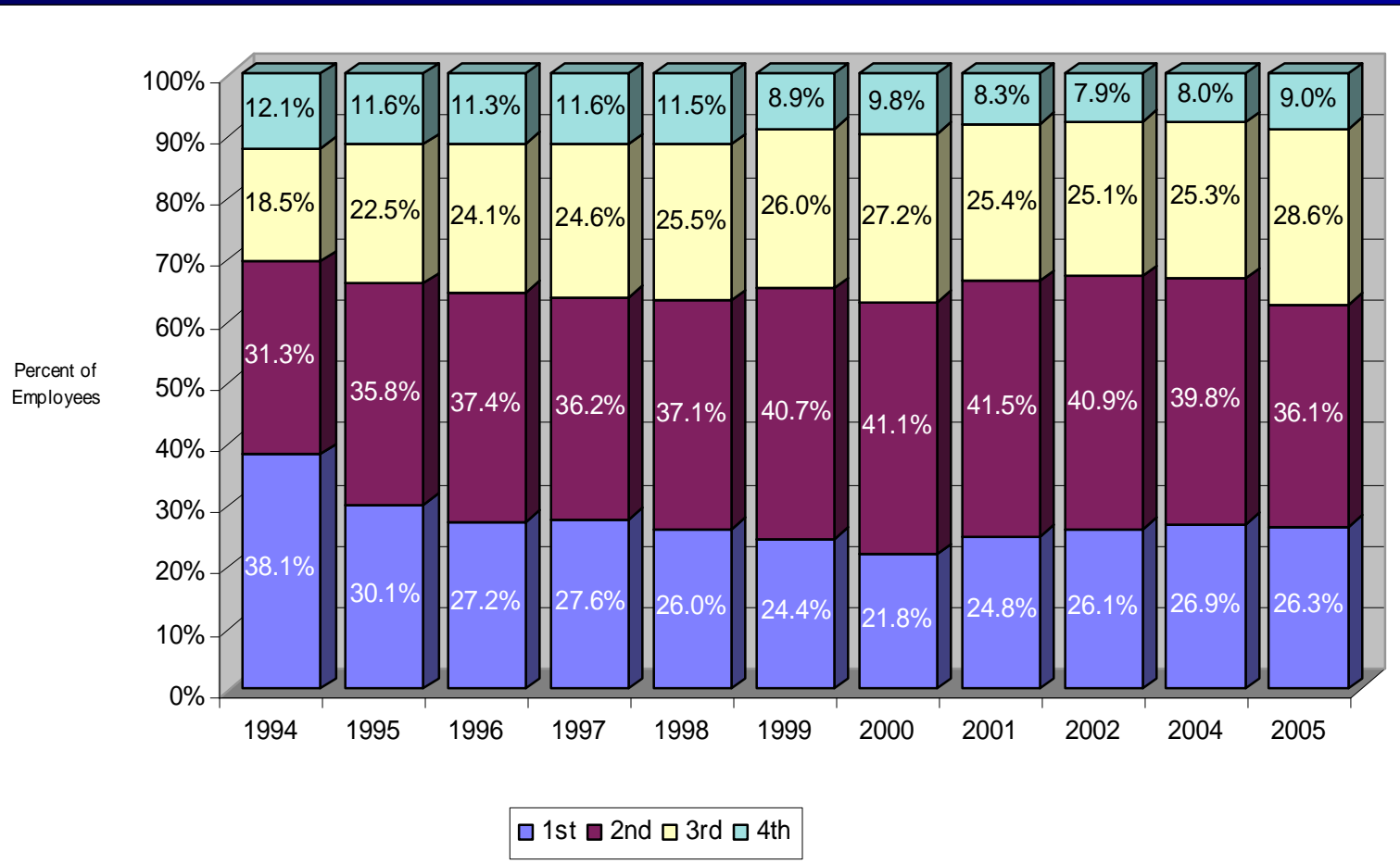
\*\*\* 2005 Leg approp equity sal inc's of \$1.5 mill for DOCR & \$413,000 for Hwy Patrol

# Salary Distribution

Annual Salary	# of Employees	Percent
Up to \$15,000	2	< 0.1%
\$15,000 to \$20,000	434	6.8%
\$20,000 to \$25,000	1,036	16.1%
\$25,000 to \$30,000	1,180	18.4%
\$30,000 to \$35,000	1,188	18.5%
\$35,000 to \$40,000	878	13.7%
\$40,000 to \$45,000	639	10.0%
\$45,000 to \$50,000	413	6.4%
\$50,000 to \$55,000	276	4.3%
\$55,000 to \$60,000	143	2.2%
\$60,000 to \$65,000	96	1.5%
\$65,000 to \$70,000	56	0.9%
\$70,000 to \$75,000	49	0.8%
\$75,000 to \$80,000	19	0.3%
\$80,000 to \$85,000	5	0.1%
\$85,000 to \$90,000	2	< 0.1%
\$90,000 to \$95,200	3	< 0.1%
	<b>6,419</b>	

- Nearly all classified employees have completed high school and 82% have some formal education beyond high school
- 54% of classified employees have a bachelors degree or higher
- In the general workforce in ND, 77% have completed high school and 18% have a bachelors degree or higher

# Salary Range Quartile Distribution



# ND Class Evaluation System

- n Quantified Factors for 'valuing' jobs in the classification system
  - Knowledge & Skills Required
  - Complexity of the Job
  - Accountability of the Position
  - Working Condition Hazards

# Knowledge & Skills

## TECHNICAL KNOWLEDGE

**LEVEL 1:** Knowledge of the processes, procedures, and methods needed to perform duties involving routine or repetitive occurrences requiring KSA's generally acquired and developed through OJT with little or no previous experience. (TK1)  
**LEVEL 2:** Knowledge of the processes, procedures, and methods needed to perform duties involving some routine or repetitive occurrences requiring KSA's generally acquired and developed through some formal education, training, and/or relevant work experience. (TK2)  
**LEVEL 3:** Knowledge of the processes, procedures, and methods needed to perform duties requiring some specialized KSA's generally acquired and developed through formal education, training, and/or relevant experience in duties very similar in type and complexity. (TK3)

## MANAGERIAL BREADTH

**DEGREE A:** Management does not exist or is limited in scope. (MBA 1 or 2)  
**DEGREE B:** Management of persons involved in activities of the same or a similar nature seeking fulfillment of a single objective; or provides specialized consultative services to managers. (MBB 2 or 1)  
**DEGREE C:** Management of persons involved in activities of diversified functions seeking fulfillment of a single or closely related objective(s). (MBC)

## INTERPERSONAL SKILLS

**DEGREE 1: COMMON COURTESY** - No need to influence others in carrying out assignments. (IP1)  
**DEGREE 2: MODERATE DEGREE** - Involves interplay where common courtesy and effectiveness in dealing with people is not sufficient to satisfactorily perform the job. (IP2)  
**DEGREE 3: HIGH DEGREE** - Ability to motivate, persuade, or convince others and/or change own behavior. (IP3)

		MANAGERIAL BREADTH					
		A			B		
INTERPERSONAL SKILLS		1	2	3	1	2	3
TECHNICAL SKILLS	LEVEL 1	25	29	33	33	38	43
		29	33	38	38	43	50
		33	38	43	43	50	57
	LEVEL 2	33	38	43	43	50	57
		38	43	50	50	57	66
		43	50	57	57	66	76
	LEVEL 3	43	50	57	57	66	76
		50	57	66	66	76	87
		57	66	76	76	87	101
	LEVEL 4	57	66	76	76	87	101
		66	76	87	87	101	116
		76	87	101	101	116	133

# Complexity   Accountability

- n Guidelines
- n Mental Challenge

## Working Cond'n/ Hazards

- n Frequency
- n Severity

- n Independence of Action
- n Control of Budget Dollars
- n Effect on Decisions

***The NDCES provides a structured and consistent method to evaluate jobs.***

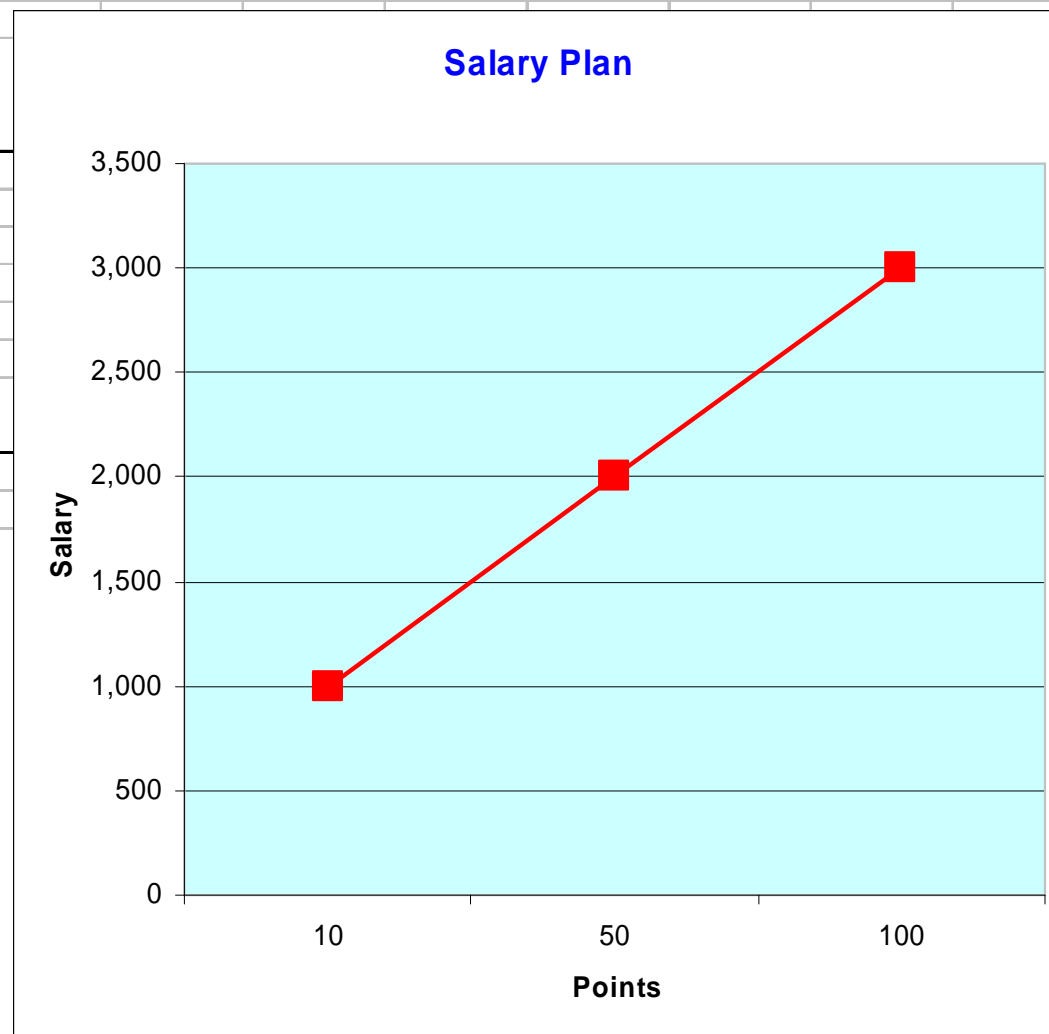


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# Pricing non-Survey Jobs

**Sample Point Factor Salary Range Pay Plan**

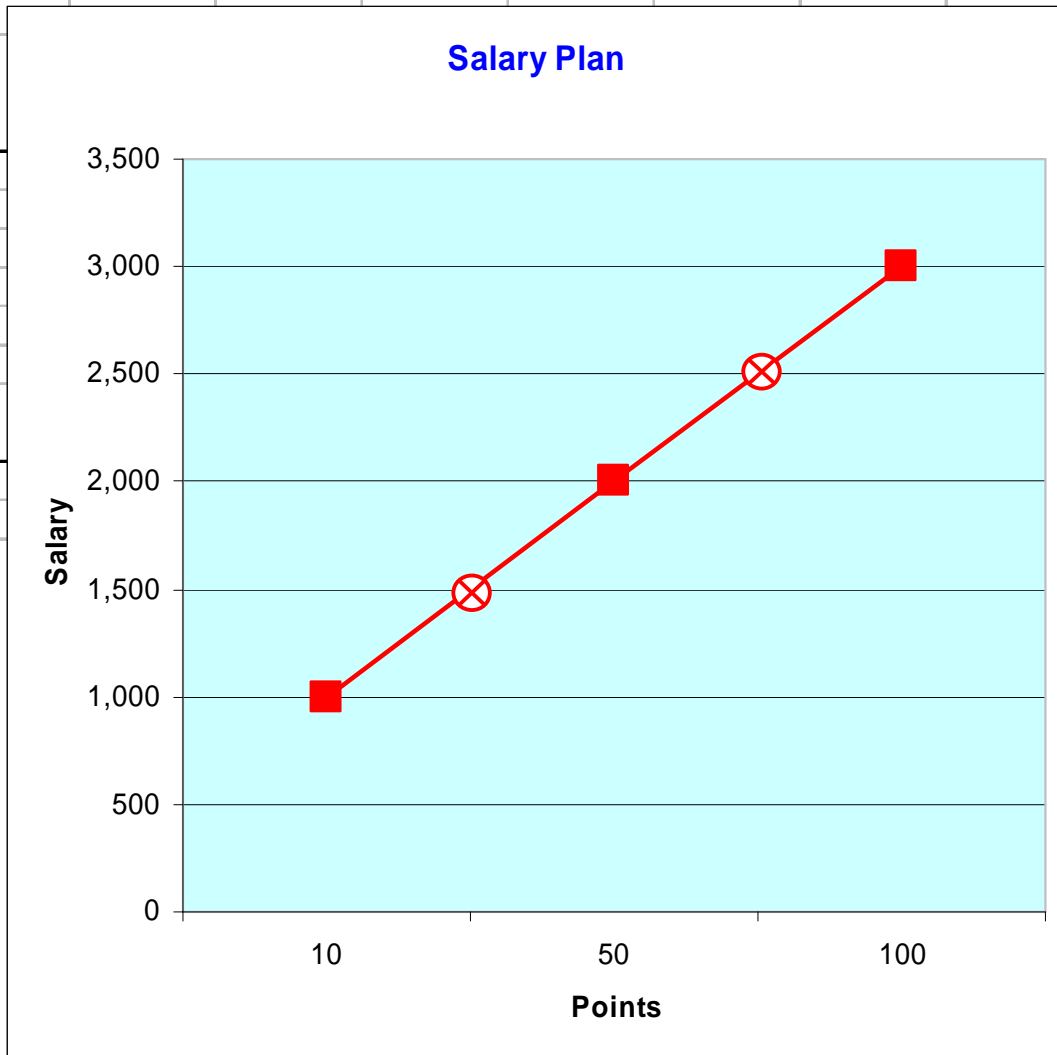
Survey Job Classes	Points	Survey Market Salary
Clerk	10	1,000
Technician	50	2,000
Manager	100	3,000
Other Job Classes	Points	
Supervisor	30	
Professional	75	



# Pricing non-Survey Jobs

**Sample Point Factor Salary Range Pay Plan**

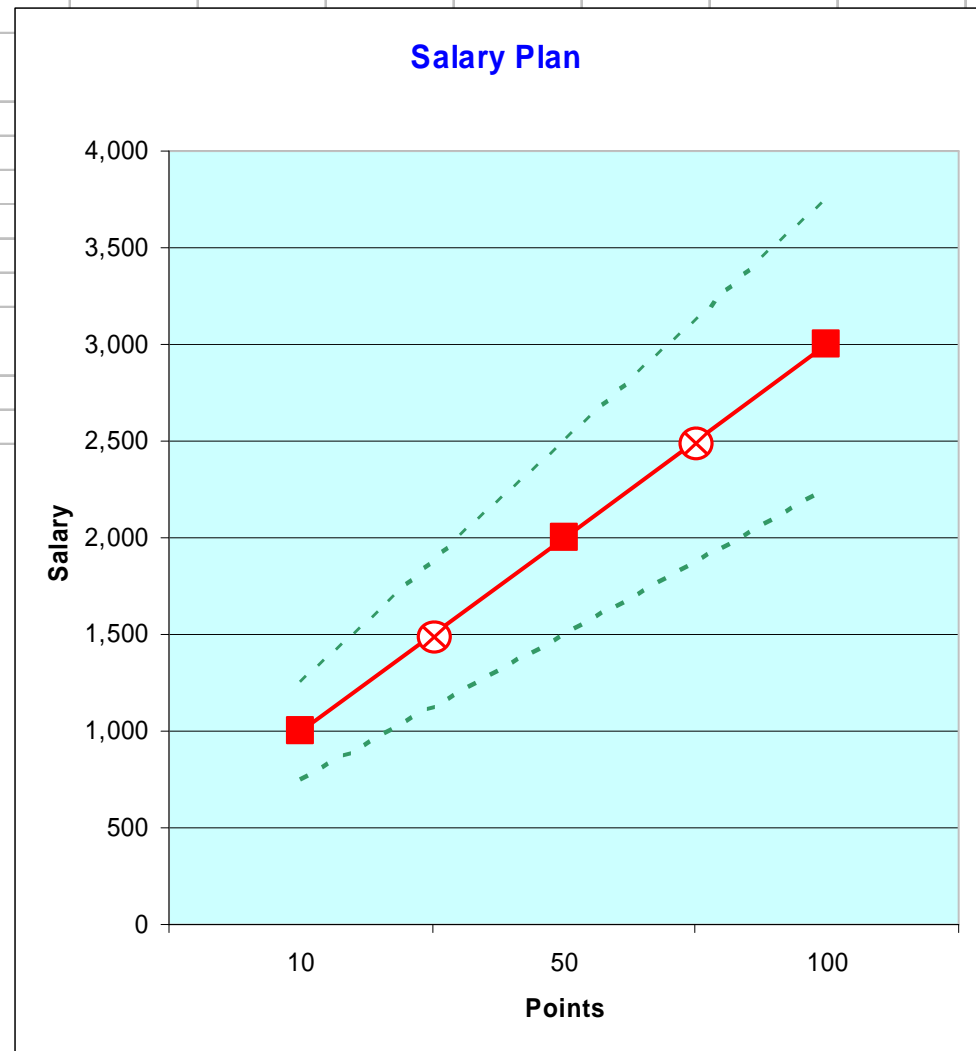
Survey Job Classes	Points	Survey Market Salary
Clerk	10	1,000
Technician	50	2,000
Manager	100	3,000
Other Job Classes	Points	
Supervisor	30	1500
Professional	75	2500



# Finishing the Salary Structure

**Sample Point Factor Salary Range Pay Plan**

Survey Job Classes	Points	Mdpt	Min	Max
Clerk	10	1,000	750	1,250
Technician	50	2,000	1,500	2,500
Manager	100	3,000	2,250	3,750
Other Job Classes	Points	Market/Mdpt	Min	Max
Supervisor	30	1500	1,125	1,875
Professional	75	2500	1,875	3,125

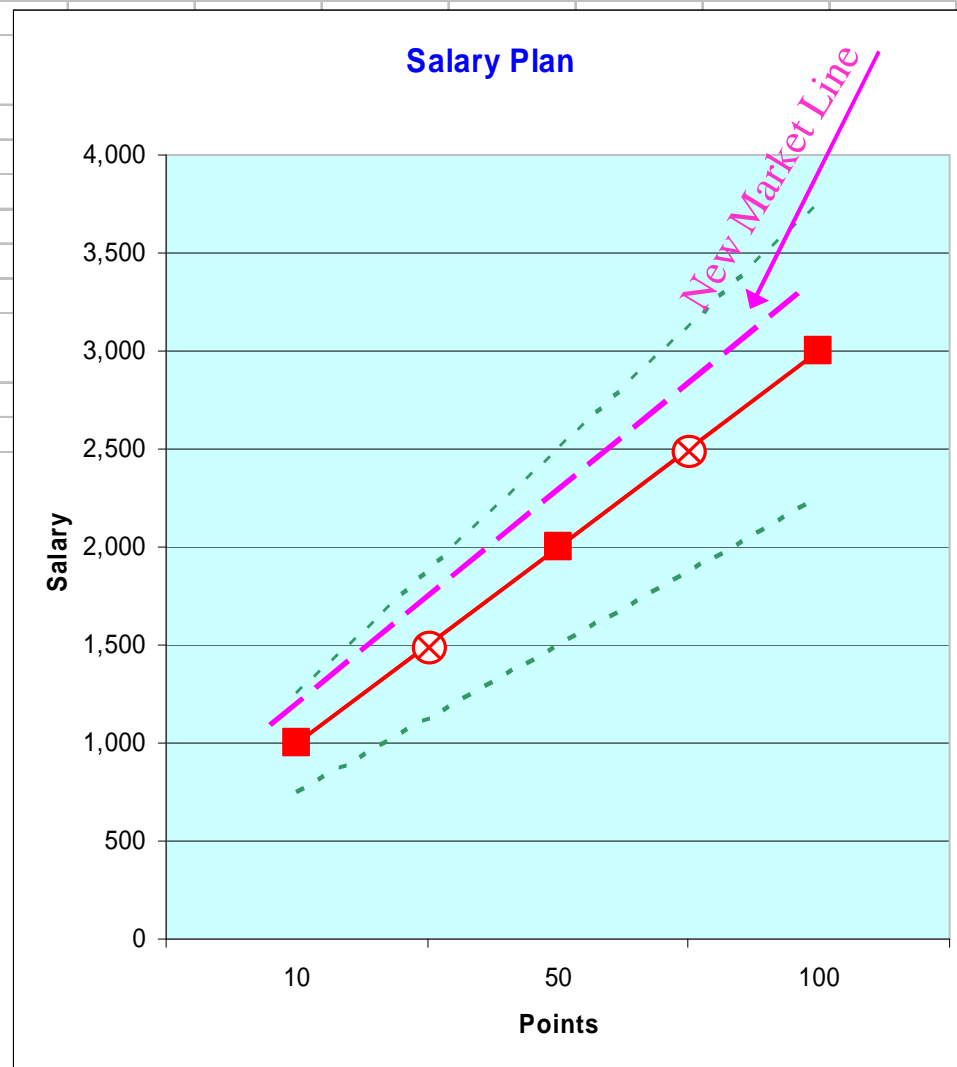


# Measuring to Market

**Sample Point Factor Salary Range Pay Plan**

Survey Job Classes	Points	Mdpt	Min	Max
Clerk	10	1,000	750	1,250
Technician	50	2,000	1,500	2,500
Manager	100	3,000	2,250	3,750
Other Job Classes	Points	Mdpt	Min	Max
Supervisor	30	1500	1,125	1,875
Professional	75	2500	1,875	3,125

1. Survey Sample Jobs
2. Determine Market Avgs
3. Compare Actual Avg Pay to Midpoints & Market Avgs





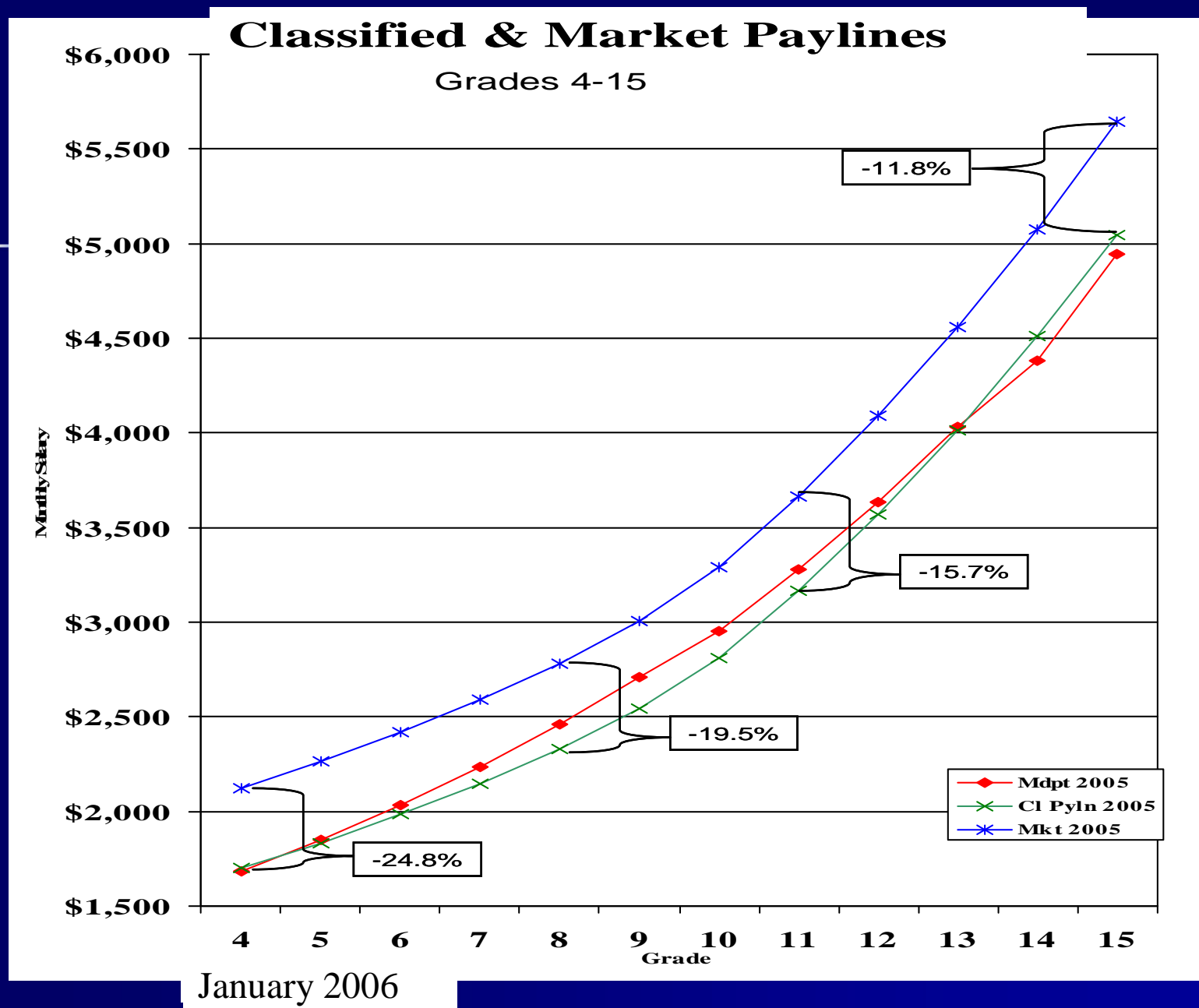
# Compensation Philosophy

- n Position Competitively With Market
  - Mature, steady business may allow pay to lag the Market
  - Aggressive Hi-Tech employer may want to lead the Market
- n Prior to the 2003-04 biennium, ND updated biennially to 95% of the previous year Market

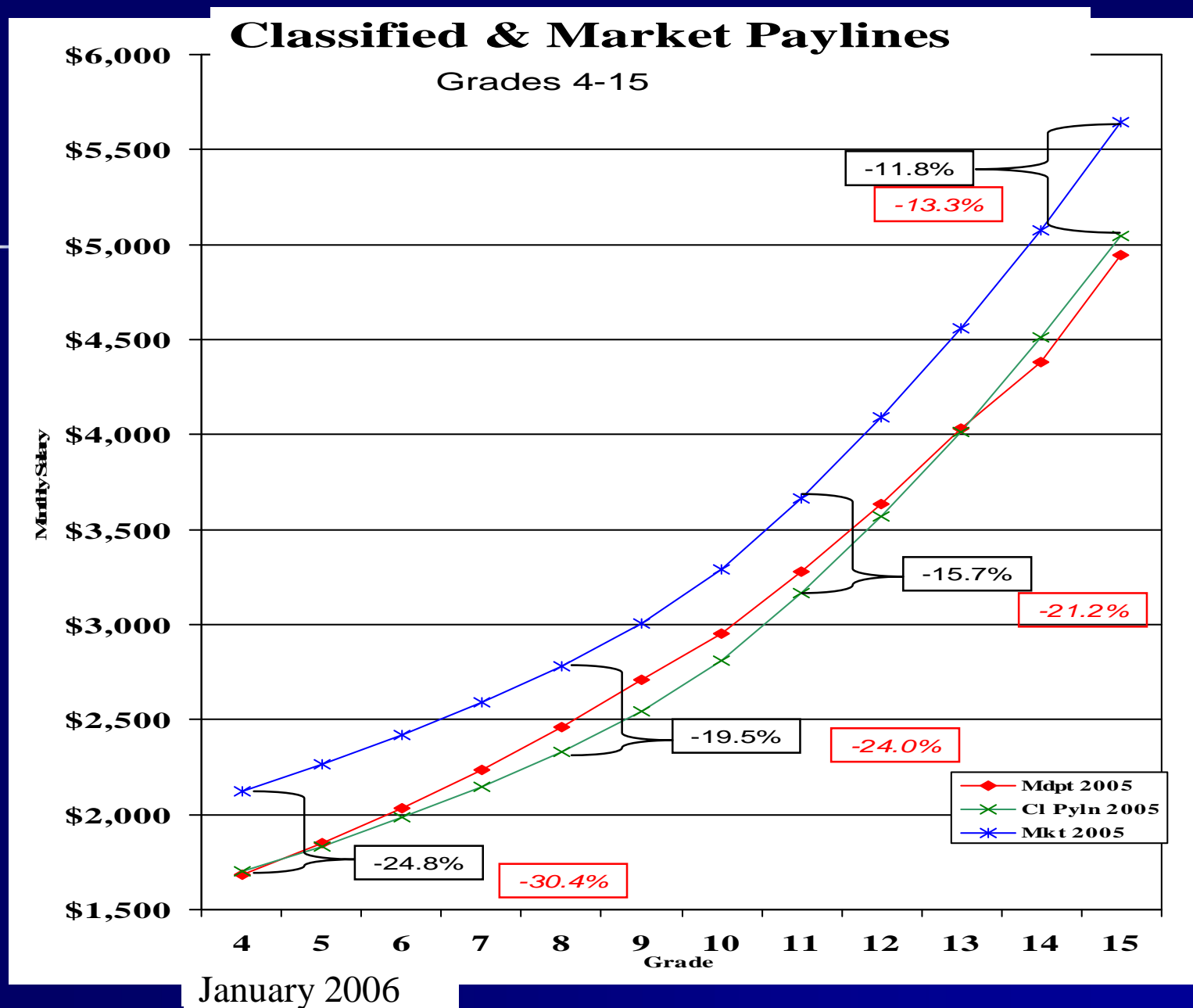


# Market Comparison

- n JSND Labor Market Information
  - Salary information from ND Employers as of April 2005
  - Grades 1-10
- n CSCA 10-State Market Sample
  - CO, IA, KS, MN, MO, MT, NE, OK, SD, WY as of July 2005
  - Grades 11-20









# Turnover Update

## Turnover Rate Summaries

	Rate	# Sep'ns	Avg # E'ees
2001	9.0%	571	6,333
2002	7.7%	509	6,587
3/2003 - 2/2004	8.4% *	535	6,333
2004	7.5% *	480	6,408
2005	9.2% *	593	6,434
*Excludes Inter-Agency Transfers			

## Percent of Total Turnover By Reason

Reason	2001	2002	2003	2004	2005
Involuntary	10.5%	9.4%	12.1%	9.8%	11.6%
Retirement	14.4%	17.5%	22.2%	19.8%	19.9%
Other Employment/Personal	66.9%	66.4%	44.7%	63.3%	64.1%
Health or No Reason	8.2%	6.7%	20.9%	7.1%	4.4%



# Turnover Update

**Turnover Rate by Occupation**

<b>Occupation</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>
Admin Support	9.1%	8.2%	9.7%	6.1%	7.2%
Info Tech	7.8%	6.0%	6.0%	3.7%	7.6%
Misc Admin	7.6%	7.6%	6.6%	6.3%	8.0%
Education	9.6%	13.2%	9.3%	9.1%	5.6%
Engineering	5.3%	3.6%	4.7%	6.6%	9.2%
Medical/Health	9.1%	10.7%	13.6%	10.5%	12.7%
Social Services	11.6%	9.9%	10.1%	9.7%	11.9%
Public Safety	10.2%	7.3%	8.3%	8.0%	7.8%
Natl Res/Agric	5.3%	2.5%	4.3%	6.3%	5.1%
Custodial & Food Svc	12.4%	6.6%	20.7%	10.7%	17.4%
Labor/Trades	6.5%	5.2%	6.0%	4.8%	7.4%



# Turnover Update

## Turnover Rate by Years of Service

Yrs	2003	2004	2005
Less than 1	7.7%	22.3%	27.0%
1 - 1.9	27.1%	4.7%	21.7%
2 - 2.9	14.2%	14.3%	17.7%
3 - 3.9	14.2%	8.8%	13.0%
4 - 4.9	11.8%	10.6%	10.8%
<b>Less than 5 yrs</b>	<b>14.6%</b>	<b>12.1%</b>	<b>13.1%</b>
5 - 9.9	7.5%	5.3%	6.8%
10 - 14.9	5.2%	4.6%	5.3%
15 - 19.9	5.1%	5.1%	3.7%
20 - 29.9	5.0%	3.8%	4.3%
30 - 39.9	14.6%	8.6%	10.4%
Over 40	26.0%	26.9%	20.4%

# CSCA 10-State Health Premiums

State	Estimated Total SINGLE Premium	Single Premium Split				Estimated Total FAMILY Premium	Family Premium Split			
		Employer Portion		Employee Portion			Employer Portion		Employee Portion	
CO	\$274 - \$296	67%	\$190 - \$190	33%	\$84 - \$106	\$718 - \$851	59%	\$460 - \$460	41%	\$258 - \$391
IA	\$311 - \$472	100%	\$311 - \$472	0%	\$0 - \$0	\$747 - \$1,104	88%	\$747 - \$881	12%	\$0 - \$223
KS	\$349 - \$400	87%	\$324 - \$324	13%	\$25 - \$76	\$977 - \$1,121	52%	\$541 - \$541	48%	\$436 - \$580
MN	\$369 - \$369	100%	\$369 - \$369	0%	\$0	\$1,084 - \$1,084	90%	\$977 - \$977	10%	\$107 - \$107
MO	\$362 - \$474	91%	\$338 - \$424	9%	\$24 - \$50	\$1,090 - \$1,431	79%	\$863 - \$1,127	21%	\$227 - \$304
MT	\$377 - \$425	100%	\$377 - \$425	0%	\$0 - \$0	\$564 - \$625	77%	\$460 - \$460	23%	\$104 - \$165
NE	\$285 - \$334	79%	\$225 - \$264	21%	\$60 - \$70	\$1,011 - \$1,185	79%	\$799 - \$936	21%	\$212 - \$249
OK	\$314 - \$510	94%	\$314 - \$459	6%	\$0 - \$51	\$1,015 - \$1,281	83%	\$953 - \$953	17%	\$62 - \$328
SD	\$415 - \$415	100%	\$415 - \$415	0%	- \$0	\$632 - \$713	62%	\$415 - \$415	38%	\$217 - \$298
WY	\$400 - \$400	93%	\$372 - \$372	7%	\$28 - \$28	\$925 - \$925	90%	\$828 - \$828	10%	\$97 - \$97
Avg	\$346 - \$410	91%	\$324 - \$371	9%	\$28 - \$38	\$876 - \$1,032	76%	\$704 - \$758	24%	\$172 - \$274
ND *	\$261	100%	\$261	0%	\$0	\$643	100%	\$643	0%	\$0

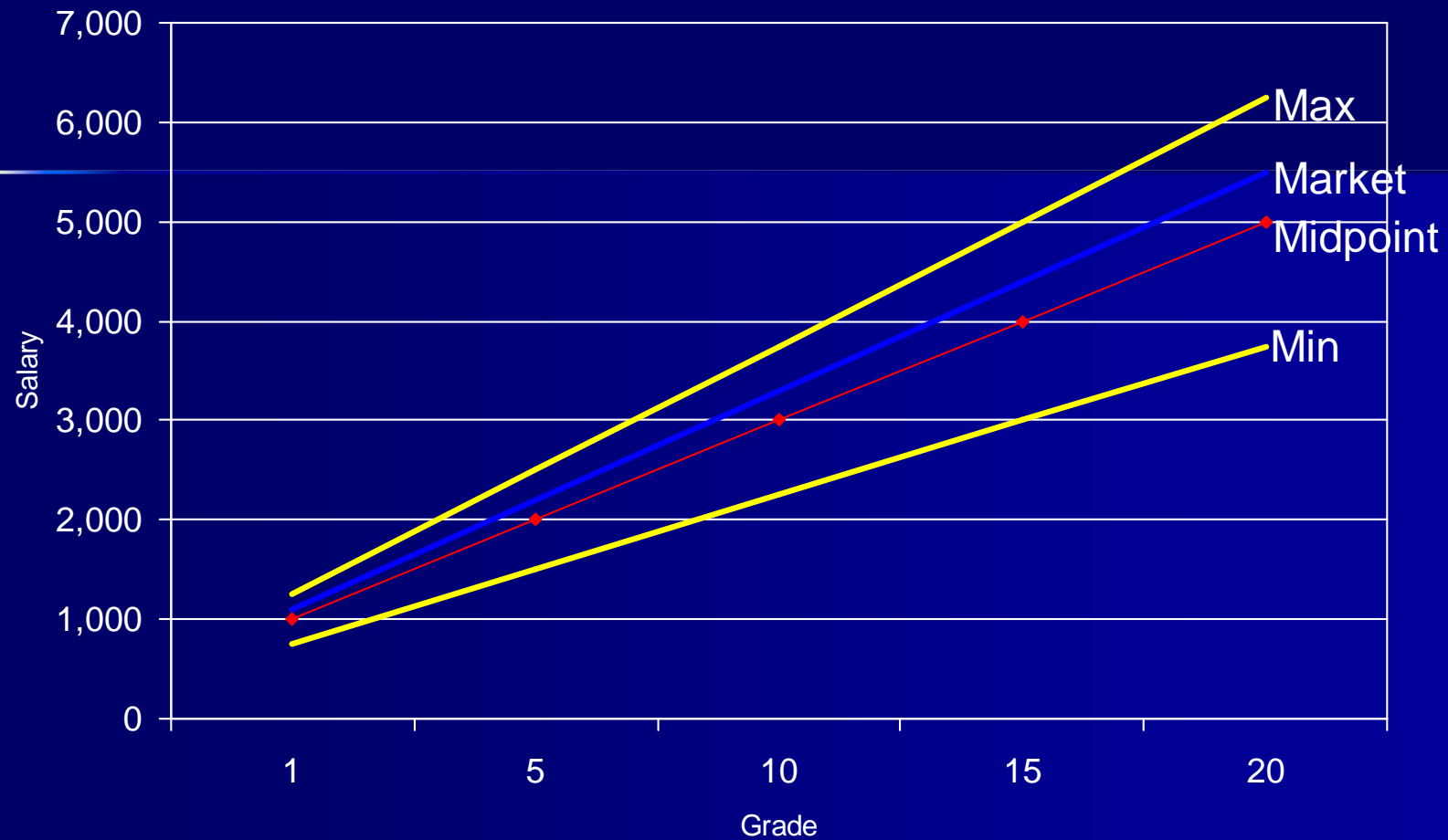
\* ND family and single premium breakdowns provided by NDPERS, state premiums are budgeted and paid at \$554 per contract regardless of single or family coverage.



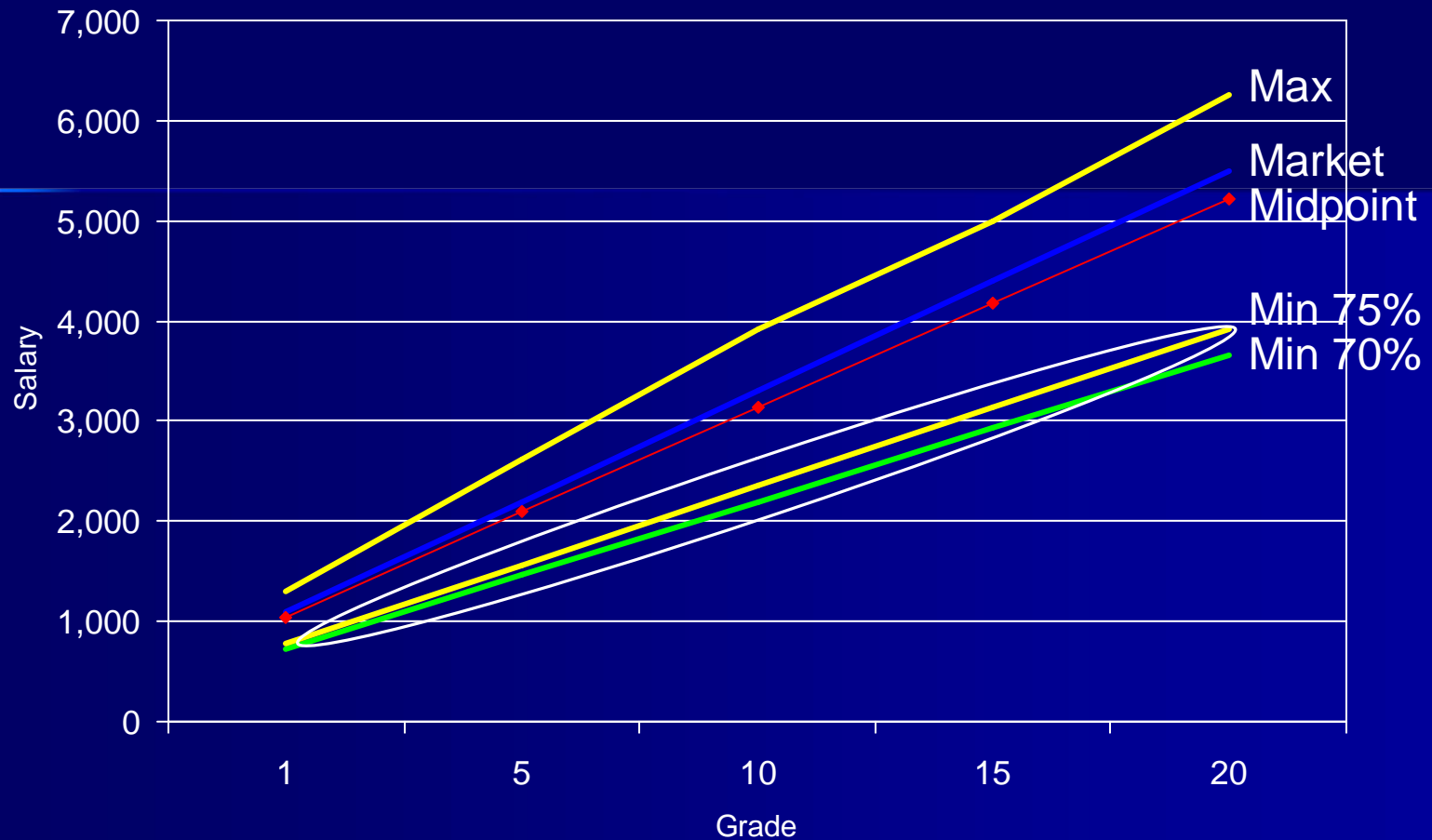
# Summary of Meetings with Human Resource Groups

- n Critical is continuation of state funding of health insurance - the State's "ace in the hole" to attract and retain employees.
- n The significant lag of state employee pay from market pay needs to be addressed before a pay-for-performance system is implemented.
  - Agencies have performance measurement systems in place that could be utilized to recognize and reward performance if funding is available.
  - Agencies have available to them pay for performance tools through administrative rules in the form of performance increases and performance bonuses.
  - Agencies are dealing with poor performers through disciplinary measures, corrective action plans, and dismissal. Poor performers do not receive discretionary pay increases.
- n Pay range midpoints should be adjusted to 95% of market. This could be accomplished through transitional steps at the minimum of the ranges.

## Market to Midpoint Impact



## Market to Midpoint Impact



Midpoint at 95% of Market:

Ø Keeping Minimum at **75% of Mdpt** would result in **763 employees** below minimum; cost **\$900,000** to bring employees to minimum.

Ø Placing Minimum at **70% of Mdpt** would result in **184 employees** below minimum; cost **\$200,000** to bring employees to minimum.





# Model-based Salary Distribution

- Calculates distribution by agency based on appropriation amount
- Adjusts to specific circumstances & needs of each agency

## Model 1

- n Applies Performance First as a %
- n Applies Equity Second as Flat \$

## Model 2

- n Applies Equity First as a %
- n Applies Performance Second as Flat \$

- NO INCREASE if performance does not meet established standards
- After applying Performance & Equity, model can ensure each employee receives a minimum increase

## SALARY INCREASE MODEL - 2007

### Percent Performance - Share Equity Matrix

Prepared by: **ND Human Resource Management Services**  
**Office of Management & Budget**

**MODEL 1**

**DRAFT**

Performance %	
Rating	%
0	0.0%
1	3.0%
2	4.0%
3	5.0%

Increase Information		
Gen Inc \$ Available (4% or \$60):	- - - - -	2,580.50
Remaining Perf. & Equity Funds:	- - - - -	2,580.50
<b>Total Performance Increase:</b>	<b>2,010.80</b>	
Remaining Equity Funds:	- - - - -	569.70
Equity Share Value:	15.83	
<b>Total Equity Increase:</b>	<b>569.70</b>	
Total All Increases:	- - - - -	2,580.50

General Information		
# Employees:	25	
Avg Salary:	Current \$2,533	New \$2,637
Avg Compa-Ratio:	0.91	0.92
Yrs Svc (7/1/2000):	14.7	
Yrs in Cls/Grd (7/1/2000):	14.8	
Avg Increase \$:	\$104	
Avg Increase %:	4.3%	

#### RANGE COMPRESSION MATRIX

Yrs Svc		quartile			
From:	Up To:	1	2	3	4
12	99	3	2	1	0
7	12	2	1	0	0
0.5	7	1	0	0	0

**DRAFT**

			DRAFT			Current	Current	Yrs Svc		Yrs in	Min \$60	Performance		Equity	Total	Total	New	New
Org	Dept	Div		Name	Grade	Salary	C-Ratio	Quartile	on 7/1/05	Cls/Grd	Increase	Rating	Increase	Increase	Increase	% Inc	Salary	C-Ratio
xxx	yyy	zzz	Allen	3	1,191.00	0.81	1	2.3	2.3	8.47	1	35.70	15.83		60.00	5.0%	1,251.00	0.82
xxx	yyy	zzz	Bill	3	1,236.00	0.84	1	3.4	3.4	7.07	1	37.10	15.83		60.00	4.9%	1,296.00	0.85
xxx	yyy	zzz	Cleo	3	1,265.00	0.86	1	4.2	4.2	0.00	2	50.60	15.83		66.43	5.3%	1,331.43	0.87
xxx	yyy	zzz	Dick	3	1,280.00	0.87	1	4.8	4.8	5.77	1	38.40	15.83		60.00	4.7%	1,340.00	0.88
xxx	yyy	zzz	Esther	3	1,280.00	0.87	1	4.6	4.6	0.00		0.00			0.00	0.0%	1,280.00	0.84
xxx	yyy	zzz	Frank	3	1,353.00	0.92	2	9.2	9.2	3.57	1	40.60	15.83		60.00	4.4%	1,413.00	0.92
xxx	yyy	zzz	Gwen	4	1,326.00	0.82	1	8.3	8.3	0.00	3	66.30	31.65		97.95	7.4%	1,423.95	0.85
xxx	yyy	zzz	Henry	6	1,506.00	0.77	1	14.8	14.8	0.00	2	60.20	47.48		107.68	7.1%	1,613.68	0.79
xxx	yyy	zzz	Irvin	5	1,637.00	0.92	2	9.9	9.8	0.00	1	49.10	15.83		64.93	4.0%	1,701.93	0.92
xxx	yyy	zzz	Jackie	7	1,743.00	0.81	1	16.9	17.5	0.00	1	52.30	47.48		99.78	5.7%	1,842.78	0.82
xxx	yyy	zzz	Kathy	8	2,249.00	0.95	2	22.3	22.3	0.00	2	90.00	31.65		121.65	5.4%	2,370.65	0.96
xxx	yyy	zzz	Larry	8	2,272.00	0.96	2	10.7	11.3	0.00		0.00			0.00	0.0%	2,272.00	0.92
xxx	yyy	zzz	Mary	10	2,415.00	0.85	1	19.2	19.2	0.00	1	72.50	47.48		119.98	5.0%	2,534.98	0.86
xxx	yyy	zzz	Norm	10	2,614.00	0.92	2	13.7	13.7	0.00	1	78.40	31.65		110.05	4.2%	2,724.05	0.92
xxx	yyy	zzz	Oscar	8	2,722.00	1.15	4	21.9	21.8	0.00	3	136.10	0.00		136.10	5.0%	2,858.10	1.16
xxx	yyy	zzz	Paul	11	2,900.00	0.92	2	9.0	9.4	0.00	2	116.00	15.83		131.83	4.5%	3,031.83	0.92
xxx	yyy	zzz	Quentin	12	3,252.00	0.93	2	25.2	25.5	0.00		0.00			0.00	0.0%	3,252.00	0.89
xxx	yyy	zzz	Roger	12	3,602.00	1.03	3	17.8	18.5	0.00	1	108.10	15.83		123.93	3.4%	3,725.93	1.02
xxx	yyy	zzz	Sara	12	3,605.00	1.03	3	30.5	30.5	0.00	2	144.20	15.83		160.03	4.4%	3,765.03	1.04
xxx	yyy	zzz	Tom	12	3,637.00	1.04	3	20.8	21.5	0.00	2	145.50	15.83		161.33	4.4%	3,798.33	1.04
xxx	yyy	zzz	Ulysses	14	3,623.00	0.86	1	15.8	15.7	0.00	1	108.70	47.48		156.18	4.3%	3,779.18	0.86
xxx	yyy	zzz	Vicky	14	3,918.00	0.93	2	12.8	13.5	0.00	1	117.50	31.65		149.15	3.8%	4,067.15	0.93
xxx	yyy	zzz	Walt	14	4,002.00	0.95	2	25.4	24.9	0.00	2	160.10	31.65		191.75	4.8%	4,193.75	0.96
xxx	yyy	zzz	Xavier	15	4,232.00	0.89	2	24.1	23.9	0.00	2	169.30	31.65		200.95	4.7%	4,432.95	0.90
xxx	yyy	zzz	Yasmine	15	4,470.00	0.94	2	19.1	18.8	0.00	1	134.10	31.65		165.75	3.7%	4,635.75	0.94

## SALARY INCREASE MODEL - 2007

### Percent Equity Matrix - Share Performance

Prepared by: **ND Human Resource Management Services**  
**Office of Management & Budget**

**MODEL 2**

**DRAFT**

Performance Shares	
Rating	Shares
0	0
1	1
2	2
3	3

Increase Information	
Gen Inc \$ Available (4% or \$60):	2,580.50
Remaining Perf. & Equity Funds:	2,580.50
<b>Total Equity Increase:</b>	<b>1,517.15</b>
Remaining Performance Funds:	1,063.35
Performance Share Value:	31.28
<b>Total Performance Increase:</b>	<b>1,064.00</b>
Total All Increases:	2,581.15

General Information	
# Employees:	25
Avg Salary:	Current \$2,533 New \$2,637
Avg Comp-a-Ratio:	0.91 0.92
Yrs Svc (7/1/2000):	14.7
Yrs in Cls/Grd (7/1/2000):	14.8
Avg Increase \$:	\$104
Avg Increase %:	4.4%

#### RANGE COMPRESSION MATRIX

Yrs Svc		quartile			
From:	Up To:	1	2	3	4
12	99	4.0%	3.0%	2.0%	1.0%
7	12	3.0%	2.0%	1.0%	0.0%
0.5	7	2.0%	1.0%	0.0%	0.0%

**DRAFT**

Org	Dept	Div	Name	Grade	Current Salary	Current C-Ratio	Quartile	Yrs Svc on 7/1/05	Yrs in Cls/Grd	Min \$60 Increase	Performance Rating	Performance Increase	Equity Increase	Total Increase	Total % Inc	New Salary	New C-Ratio
xxx	yyy	zzz	Allen	3	1,191.00	0.81	1	2.3	2.3	4.88	1	31.30	23.82	60.00	5.0%	1,251.00	0.82
xxx	yyy	zzz	Bill	3	1,236.00	0.84	1	3.4	3.4	3.98	1	31.30	24.72	60.00	4.9%	1,296.00	0.85
xxx	yyy	zzz	Cleo	3	1,265.00	0.86	1	4.2	4.2	0.00	2	62.60	25.30	87.90	6.9%	1,352.90	0.88
xxx	yyy	zzz	Dick	3	1,280.00	0.87	1	4.8	4.8	3.10	1	31.30	25.60	60.00	4.7%	1,340.00	0.88
xxx	yyy	zzz	Esther	3	1,280.00	0.87	1	4.6	4.6	0.00	1	0.00	0.00	0.00	0.0%	1,280.00	0.84
xxx	yyy	zzz	Frank	3	1,353.00	0.92	2	9.2	9.2	1.64	1	31.30	27.06	60.00	4.4%	1,413.00	0.92
xxx	yyy	zzz	Gwen	4	1,326.00	0.82	1	8.3	8.3	0.00	3	93.80	39.78	133.58	10.1%	1,459.58	0.87
xxx	yyy	zzz	Henry	6	1,506.00	0.77	1	14.8	14.8	0.00	2	62.60	60.24	122.84	8.2%	1,628.84	0.80
xxx	yyy	zzz	Irvin	5	1,637.00	0.92	2	9.9	9.8	0.00	1	31.30	32.74	64.04	3.9%	1,701.04	0.92
xxx	yyy	zzz	Jackie	7	1,743.00	0.81	1	16.9	17.5	0.00	1	31.30	69.72	101.02	5.8%	1,844.02	0.82
xxx	yyy	zzz	Kathy	8	2,249.00	0.95	2	22.3	22.3	0.00	2	62.60	67.47	130.07	5.8%	2,379.07	0.97
xxx	yyy	zzz	Larry	8	2,272.00	0.96	2	10.7	11.3	0.00	1	0.00	0.00	0.00	0.0%	2,272.00	0.92
xxx	yyy	zzz	Mary	10	2,415.00	0.85	1	19.2	19.2	0.00	1	31.30	96.60	127.90	5.3%	2,542.90	0.86
xxx	yyy	zzz	Norm	10	2,614.00	0.92	2	13.7	13.7	0.00	1	31.30	78.42	109.72	4.2%	2,723.72	0.92
xxx	yyy	zzz	Oscar	8	2,722.00	1.15	4	21.9	21.8	0.00	3	93.80	27.22	121.02	4.4%	2,843.02	1.15
xxx	yyy	zzz	Paul	11	2,900.00	0.92	2	9.0	9.4	0.00	2	62.60	58.00	120.60	4.2%	3,020.60	0.92
xxx	yyy	zzz	Quentin	12	3,252.00	0.93	2	25.2	25.5	0.00	1	0.00	0.00	0.00	0.0%	3,252.00	0.89
xxx	yyy	zzz	Roger	12	3,602.00	1.03	3	17.8	18.5	0.00	1	31.30	72.04	103.34	2.9%	3,705.34	1.02
xxx	yyy	zzz	Sara	12	3,605.00	1.03	3	30.5	30.5	0.00	2	62.60	72.10	134.70	3.7%	3,739.70	1.03
xxx	yyy	zzz	Tom	12	3,637.00	1.04	3	20.8	21.5	0.00	2	62.60	72.74	135.34	3.7%	3,772.34	1.04
xxx	yyy	zzz	Ulysses	14	3,623.00	0.86	1	15.8	15.7	0.00	1	31.30	144.92	176.22	4.9%	3,799.22	0.87
xxx	yyy	zzz	Vicky	14	3,918.00	0.93	2	12.8	13.5	0.00	1	31.30	117.54	148.84	3.8%	4,066.84	0.93
xxx	yyy	zzz	Walt	14	4,002.00	0.95	2	25.4	24.9	0.00	2	62.60	120.06	182.66	4.6%	4,184.66	0.95
xxx	yyy	zzz	Xavier	15	4,232.00	0.89	2	24.1	23.9	0.00	2	62.60	126.96	189.56	4.5%	4,421.56	0.89
xxx	yyy	zzz	Yasmine	15	4,470.00	0.94	2	19.1	18.8	0.00	1	31.30	134.10	165.40	3.7%	4,635.40	0.94

# Thank You

## Questions?

# ND Human Resource Management Services Div

## Office of Management & Budget

Laurie Sterioti-Hammeren, Director

Ken Purdy, Compensation Mgr